

2013 *ShapingNJ* Partnership Assessment Results and Recommendations

Since 2008, the New Jersey Office of Nutrition & Fitness (ONF) created and coordinated the ***ShapingNJ*** partnership. This statewide public/private partnership focuses on making it easier for New Jersey residents to eat healthfully and be active in the places where they live, learn, work, and play. ONF supports ***ShapingNJ*** through a cooperative agreement from the Nutrition, Physical Activity and Obesity Program at the Centers for Disease Control and Prevention. ***ShapingNJ*** consists of more than 230 organizations that span a range of sectors including public, private, philanthropic, not-for-profit, health, education, economic development, and transportation.

The effectiveness of ***ShapingNJ*** in coordinating the partnership is dependent on the health of the partnership and the ability of the collaboration to function effectively. ONF conducted this assessment of the partnership to examine the extent of this functioning, to identify areas of strength and to determine areas in need of improvement.

METHODS

The 2013 ***ShapingNJ*** partnership assessment adapted several inventories to create the instrument. Existing inventories that were adapted and other survey questions are described below. The final instrument was 56 questions and took approximately 15 minutes to complete. ONF used Survey Monkey Pro to program and administer the survey.

All ***ShapingNJ*** partners received a link from the Survey Monkey email system. ONF staff extracted a list of email addresses from the partnership database. Background information about the survey, including the purpose of the survey and that it was voluntary and anonymous, and the survey link was sent to all partners on the list. The survey was open for three weeks. Repeated (5) email reminders were sent to non-responders only to encourage participation. Partners completed the survey during March – April, 2013.

WILDER COLLABORATION FACTORS INVENTORY

The first section of the instrument is the Wilder Collaboration Factors Inventory, which was also used in the 2010 and 2011 partnership assessments. This inventory includes 40 questions that measure 20 factors that research shows are associated with successful collaborations¹. The factors are organized into six categories: Environment, Membership Characteristics, Process and Structures, Communication, Purpose, and Resources. Questions are scored on a scale of 1 to 5, with 1 being “strongly disagree” and 5 being “strongly agree.” Respondent scores are averaged and average scores for each of the 20 factors are calculated based on the questions that make up each factor. The following is a guide for interpreting factor scores:

4.0 or higher	Strength; does not need special attention
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¹ Mattessich PW, Murray-Close M, Monsey BR, Wilder Research Center. 2001. The Wilder Collaboration Factors Inventory: Assessing Your Collaboration's Strengths and Weaknesses. St. Paul, MN: Fieldstone Alliance. 2 Center for the Advancement of Collaborative Strategies in Health. Partnership Self-Assessment Tool. 2001. Available at <http://partnershiptool.net/>.

3.0 to 3.9	Borderline category; should be discussed by the group to determine if it needs attention
2.9 or lower	Weakness; should be addressed by the group to determine corrective action

SUPPLEMENTAL INVENTORY

ONF staff worked collaboratively with the Executive & Sustainability Committee (E&S) to develop additional questions for the survey. E&S selected the topics of the questions, provided feedback on question wording and assisted in pre-testing the questions. Supplemental questions inquired about perceived benefits of participating in *ShapingNJ* and the degree to which the partners are implementing nutrition and physical activity-related strategies. The 2013 assessment also asked about the areas in which *ShapingNJ* should focus future efforts and the role of local action in disease prevention and control.

RESULTS

Data were analyzed using SAS. The scores for the Wilder Inventory factors were calculated for the partnership and for E&S. Descriptive statistics were calculated for Supplemental Inventory questions.

The survey link was e-mailed to 201 individuals, and 84 responses were received (71 complete and 13 partially complete). This yielded an overall response rate of 41.8 percent. The rate doubled this year as compared to 2011 (Table 1).

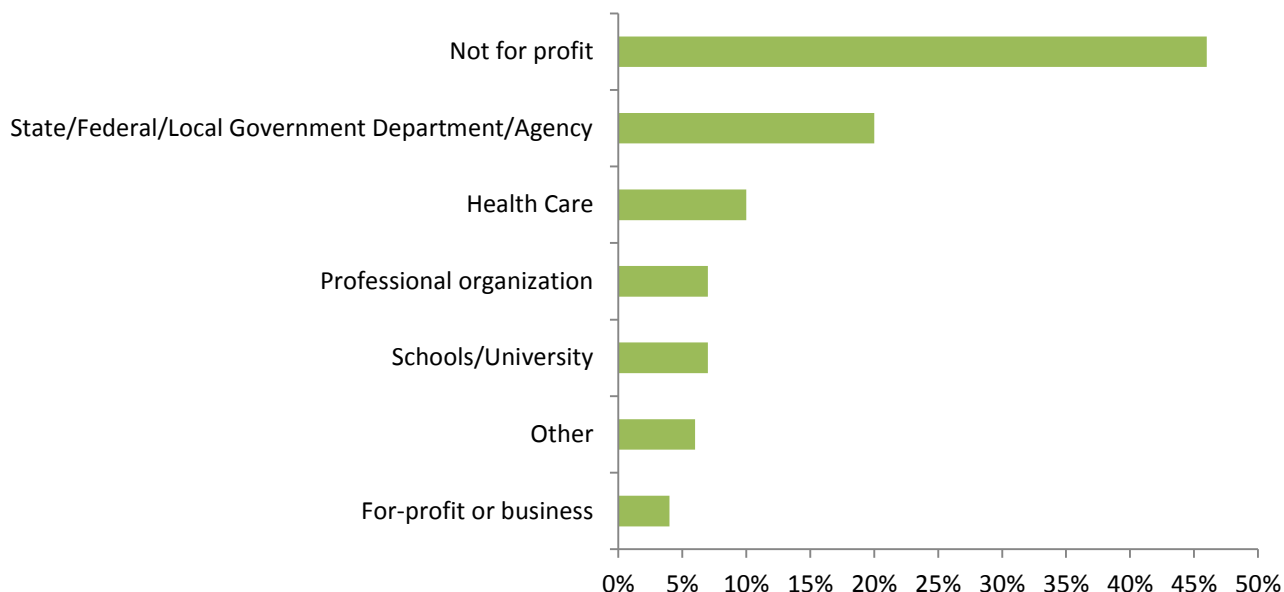
Table 1. Comparison of 2010, 2011 and 2013 Response Rates

	2010	2011	2013
Number of partners emailed	165	347	201
Number of partners responded	121	83	84
Response rate	73%	24%	42%

It is important to note that although the number of partner organizations in *ShapingNJ* increased from 2011 to 2013, the number of partners emailed for the assessment decreased. Contrary to past years, the survey link was emailed to one representative from each partner organization in 2013. Multiple representatives from the same organization received the survey link in 2010 and 2011.

About 46 percent of respondents represent not-for-profit organizations, 20 percent federal/state/local agencies and 10 percent healthcare organizations. Professional organizations and schools/Universities represented 7 percent, while for-profit organizations and businesses are least represented (4 percent) (Figure 1). In addition, about one in four (24 percent) respondents is a member of E&S.

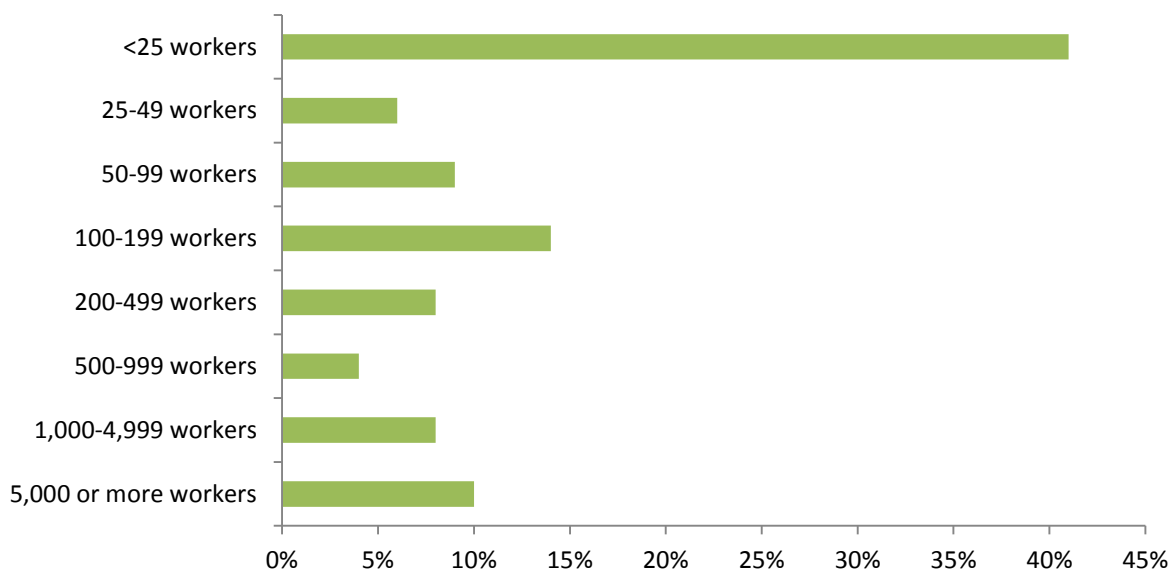
Figure 1. Types of Organizations Represented by Respondents (N=84)



Respondent partner organizations represent a range of sizes:

- The majority (53 percent) of **ShapingNJ** partner organizations that responded to the survey have 50 or more employees.
- Forty-four percent of responding organizations have 100 or more employees.
- Nearly two out of five (41 percent) partner organizations have 25 or fewer employees (Figure 2).

Figure 2. Number of employees in partner organizations (N=84)



WILDER COLLABORATION INVENTORY

Environment

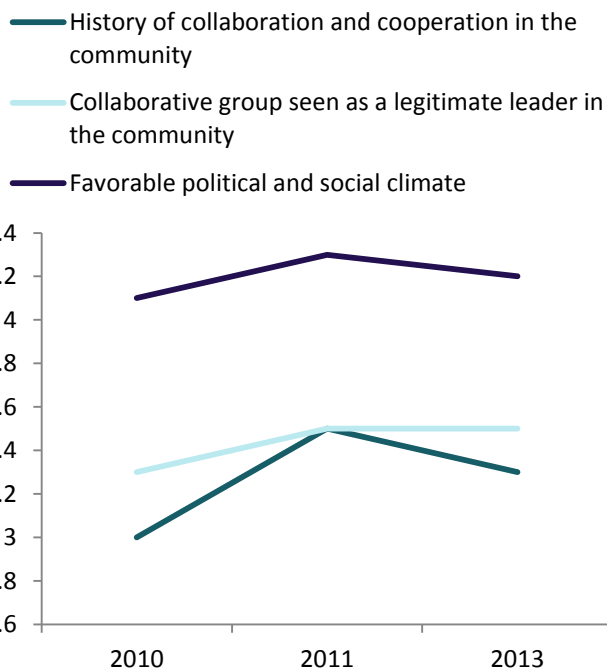
Characteristics of both the social and physical environment positively impact a collaborative. A description of these factors, the overall average scores and scores among respondents in E&S for 2010, 2011 and 2013 are presented in Appendix A.

- Partners responding to the survey indicated that **ShapingNJ** is operating in a favorable political and social climate (Figure 3).
 - 1) This is a strength in 2013 (4.2), as it was in 2010 (4.1) and 2011 (4.3).
 - 2) This is the strongest factor of **ShapingNJ**.
- Respondents were less likely to agree in 2013 (3.3) than in 2011 (3.5) that there is a history of collaboration and cooperation between **ShapingNJ** member organizations.
 - 1) This factor decreased the most in the Environment context, though it remains in the borderline category.
 - 2) Attention should be given to this factor to determine if corrective action should be taken to encourage partners to work together to solve problems.

Environment Factors

1. History of collaboration or cooperation in the community
2. **ShapingNJ** is seen as a legitimate leader in the community
3. Favorable political and social climate

Figure 3. Trends in Environment factors



Membership

The behavior, values, and affiliations of members as well as the relationships between members impact how a collaborative functions.

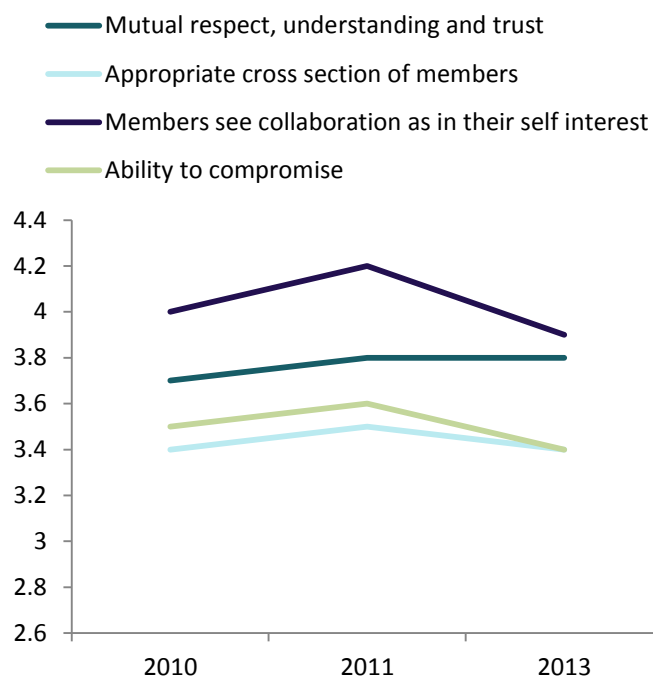
Appendix A describes these factors and provides the scores for each of them.

- **ShapingNJ** respondents indicated that they see collaboration as in their self-interest (Figure 4). This factor has the highest average score (3.9) among the factors that impact membership.
 - 1) Of concern, however, is that this factor fell from being a strength of the partnership in both 2010 (4.0) and 2011 (4.2), to being an area for improvement in 2013.
 - 2) The change in the average score from 2011 (4.2) to 2013 (3.9) is the largest change of all of the factors.
- Partners responding to the survey are less likely to agree that members are able to compromise as compared to past years. Average scores for this factor decreased from 2011 (3.6) to 2013 (3.4).
 - 1) This factor is one of the weakest factors in the Membership category and should be considered for corrective action.

Membership Factors

1. Mutual respect, understanding and trust
2. Appropriate cross section of members,
3. Members see collaboration as in their self-interest
4. Ability to compromise

Figure 4. Trends in Membership factors



Process and Structure

The extent to which members of the collaborative are committed to the partnership, are involved in the work, and are willing to adapt and try novel ideas facilitate the process and structure of a collaborative.

Appendix A explains and reports the average scores for the six factors associated with process and structure.

Process and Structure Factors

1. Members share a stake in process and outcomes
2. Multiple layers of participation
3. Flexibility
4. Development of clear roles and policy guidelines
5. Adaptability
6. Appropriate pace of development

- Of the six process and structure factors, respondents agreed most that: 1) **ShapingNJ** members share a stake in the process and outcomes and 2) **ShapingNJ** is flexible (3.6) (Figure 5).

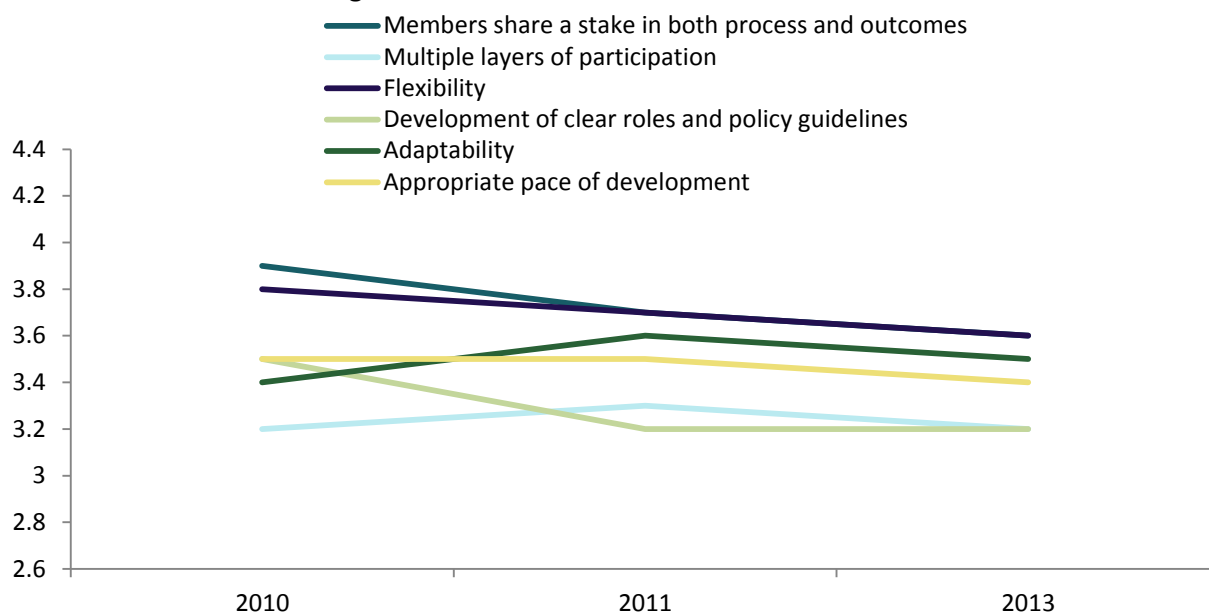
- 1) Both of these factors decreased from 2011 (3.7) and are neither a strength nor weakness of the partnership. Rather, they highlight an area to be considered for improvement.

- The weakest factors of **ShapingNJ's** process and structure are partners' perceptions that there are multiple layers of participation and that there are clear roles and policy guidelines in **ShapingNJ** (3.2).

- 1) These are two of the three factors that have the lowest average score in the assessment.

- Average scores for five of the six factors of Process and Structure decreased slightly (0.1) from 2011 to 2013. Average scores for the remaining factor remained the same.

Figure 5. Trends in Process and Structure factors



Communications

Two key factors linked with successful collaboratives impact communication between and among members.

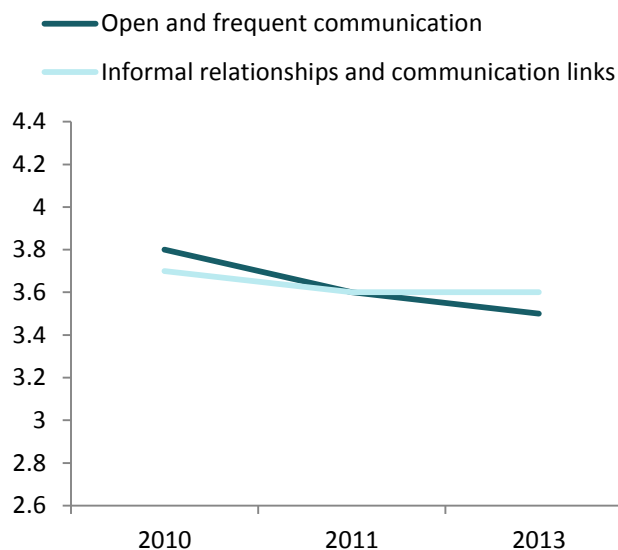
Appendix A highlights these factors and provides the scores for each of these factors for all respondents and E&S members.

- Respondents agreed that they were able to establish informal relationship and communication links with others in the partnership (Figure 6).
 - 1) This factor received the highest average score (3.6) of the two Communication factors.
- Partners responding to the survey, however, are less likely to agree that there is open and frequent communication in **ShapingNJ** in 2013 (3.5) than in 2011 (3.6) and 2010 (3.8).
- Results suggest that views about **ShapingNJ** communication efforts vary between partners who participate in E&S and the partnership overall.
 - 1) Average scores for open communication and established relationships and communication links were higher among partners who participate in E&S (3.7 and 4.1, respectively) than the partnership overall (3.5 and 3.6, respectively).

Communication Factors

1. Open and frequent communication between partners
2. Opportunities for informal relationships and communication links

Figure 6. Trends in Communications factors



Purpose

Shared understanding of the goals and accomplishments of a collaborative, dedication among members, and a belief in the uniqueness and necessity of the collaborative characterize the purpose of a collaborative.

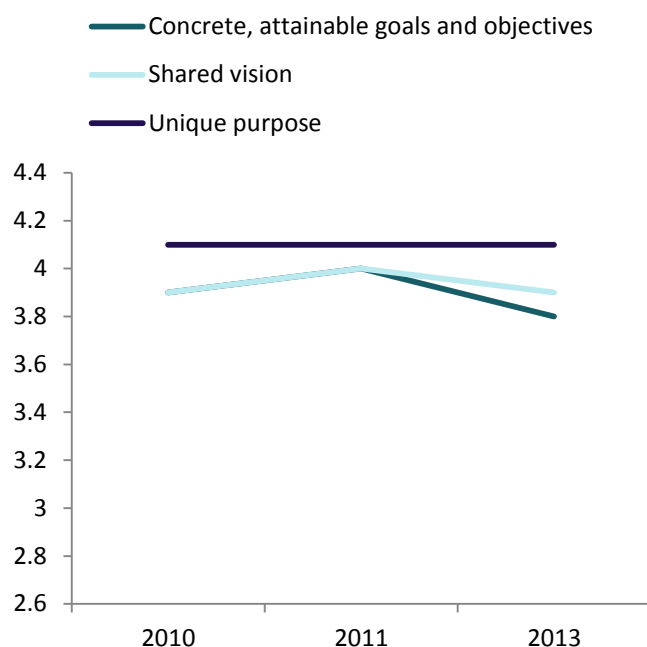
A description of these factors and the scores for each of these factors for all respondents and E&S members can be found in Appendix A.

Purpose Factors

1. Concrete, attainable goals and objectives
2. Shared vision
3. Unique purpose

- **ShapingNJ** partners who responded to the survey agree that **ShapingNJ** has a unique vision and consider this to be strength of the partnership.
 - 1) Average scores for this factor remained highest of all the factors of the Purpose category for the third time (4.1)(2010, 2011 and 2013).
- **ShapingNJ** partners were less likely to agree that **ShapingNJ** has concrete, attainable goals and objectives in 2013 (3.8) than in 2011 (4.0).
- Average scores for partners' agreement that **ShapingNJ** has a shared vision also decreased slightly from 2011 (4.0 to 3.9).
- Similar to the Communications category, views about **ShapingNJ's** purpose vary between E&S and the partnership overall.
 - 1) Members of **ShapingNJ's** E&S are less likely to agree that **ShapingNJ** has concrete, attainable goals and objectives and that it has a shared vision than the partnership overall (3.4 and 3.4 versus 3.8 and 3.9, respectively).

Figure 7. Trends in Purpose factors



Resources

The resources added to a collaborative impact its structure and function.

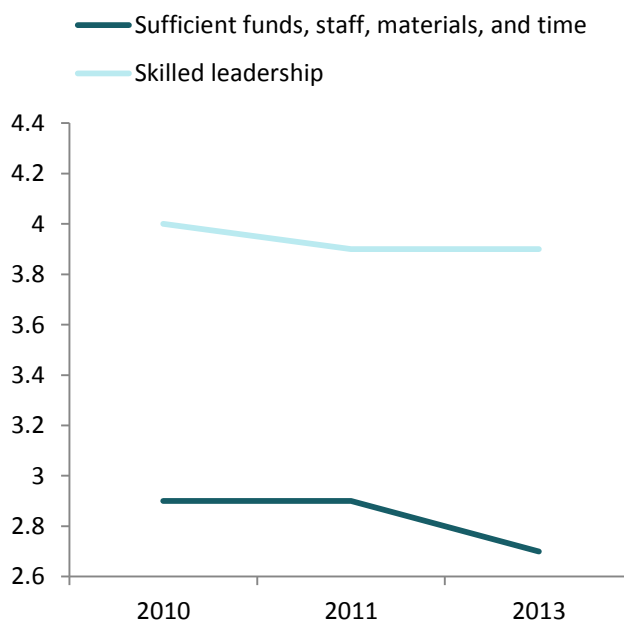
Appendix A provides a description of this category and the scores for each of these factors for all respondents and E&S members.

- The highest average scores in the Resources category were for **ShapingNJ's** skilled leadership (3.9).
 - 1) Scores for this factor remained stable from 2011 to 2013.
- Similar to 2010 and 2011, respondents indicated that **ShapingNJ** lacks sufficient funds, staff, materials and time to coordinate and operate it.
 - 1) This factor received the lowest average scores for all factors in the assessment during all three years.
 - 2) **ShapingNJ** partners perceive this factor to be weaker in 2013 than in 2011 (2.7 versus 2.9).

Resource Factors

1. Sufficient funds, staff, materials and time
2. Skilled leadership

Figure 8. Trends in Resources factors



Wilder Collaboration Inventory Summary

- Of the 20 factors known to characterize successful collaborations,
 - **ShapingNJ** has strengths (average score or 4.0 or greater) in two areas:
 - A favorable political and social climate
 - A unique purpose
 - One factor is a challenge (average score of 2.9 or below) for **ShapingNJ**: Sufficient funds, staff, materials and time.
 - **ShapingNJ** has room to strengthen (average score of 3.0 to 3.9) the remaining 17 factors, particularly those that saw decreases from 2011 to 2013.
- **ShapingNJ** continues to only have one area that is a challenge, though it has fewer strengths in 2013 (2) than it did in 2011 (5) and 2010 (4).
- In comparison to 2011, no scores for factors linked with successful collaborations increased for **ShapingNJ** in 2013: 30 percent remained the same and 70 percent decreased.
 - The greatest average score change from 2011 to 2013 was fewer respondents seeing collaboration in their self-interest.
- Among E&S members in 2013, 25 percent of factor scores increased from 2011, 55 percent decreased and 20 percent remained the same.
 - E&S members who responded to the survey view the partnership through a slightly different and more positive lens than the partners who do not participate in E&S.
 - It is likely that the regular updates and opportunities to brainstorm and maximize linkages between partners during E&S monthly meetings engage E&S members. This gives them a greater sense of ownership of the partnership than partners who are not part of E&S.
- When stratified by partners who participate in E&S, average scores for factors in Communications and Purpose categories varied. Partners in E&S perceive **ShapingNJ's** communications stronger than the overall partnership, but the purpose weaker.
 - Meeting regularly and participating in group tasks, either in-person or virtually, facilitate communication efforts in **ShapingNJ**.
 - The weaker averages scores in the Purpose category among E&S members may reflect the transition **ShapingNJ** is currently undergoing and the multiple perspectives about the future direction **ShapingNJ** will take. At the time of data collection, decisions about staff, funding and other resources necessary to maintain **ShapingNJ** were undecided and multiple options were being investigated. As a result, these partners may be more likely to experience differences of viewpoints and purpose.

SUPPLEMENTAL INVENTORY

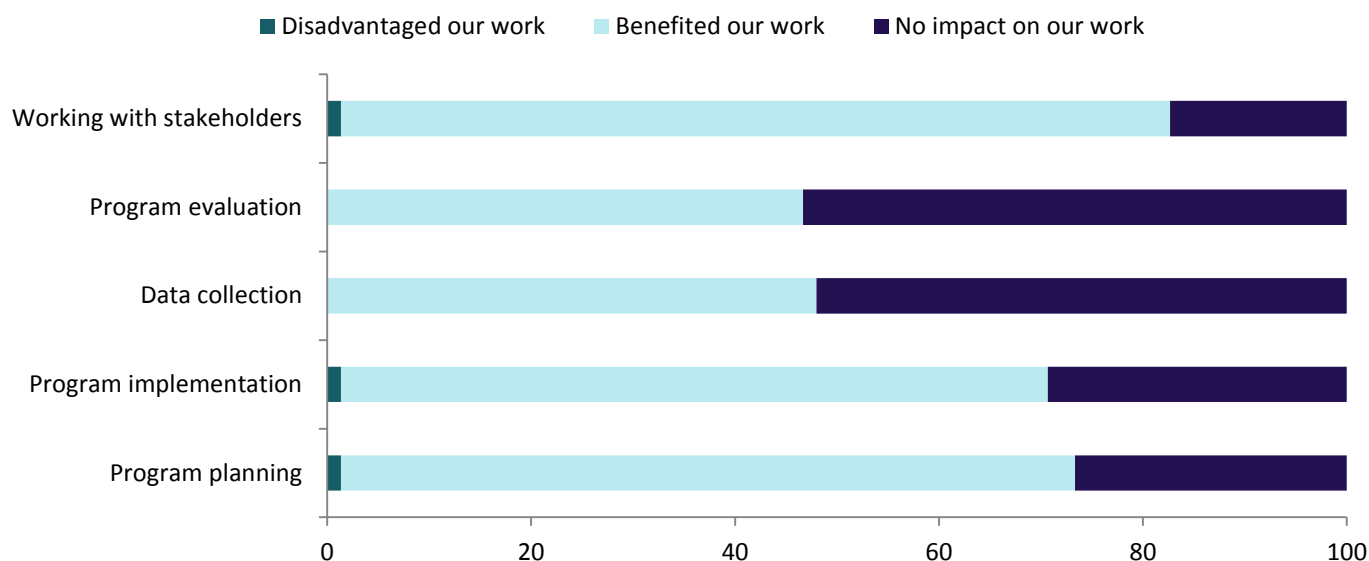
Accomplishments

- **ShapingNJ** partners were more likely to implement a nutrition-related policy, environment or system change than a physical activity-related change over the past four years.
 - Of the nutrition-related changes (see Appendix B for a full list):
 - 64 percent of respondents provided healthy food and beverage options at organization-sponsored meetings and events.
 - 57 percent supported or established school policies that provide healthy food and beverage options during school events.
 - 51 percent provided training, offered support or instituted best practices in child care centers around nutrition.
 - 44 percent provided healthy food and beverage options in workplace vending machines, cafeterias, snack bars and food venues.
 - 42 percent built, maintained or supported community garden initiatives.
 - Of the physical activity – related changes (see Appendix C for a full list):
 - 42 percent of respondents provided training, offered support or instituted best practices in child care centers around physical activity and screen viewing.
 - 39 percent promoted stairwell use.
 - 36 percent provided resources or support to schools to provide physical activities throughout the school day.
 - 36 percent provided or supported safe and accessible parks, trails or open spaces within reasonable walking distance to nearby homes.
 - 35 percent established or provided support to schools and communities to implement a walk or bike to school initiative.

The Impact of Participating in *ShapingNJ*

- More than three out of four (77.4 percent) **ShapingNJ** partners who responded to the survey indicated that participating in **ShapingNJ** helped their organization's obesity prevention work.
 - Less than one out of ten (6.7 percent) noted that **ShapingNJ** has not been helpful in their work.
- Participating in **ShapingNJ** benefited partners programmatic work in several key areas (Figure 9):
 - Working with stakeholders (81 percent)
 - Program planning (72 percent)
 - Program implementation (69 percent)

Figure 9. Impact of ShapingNJ in Partner Organization's Work

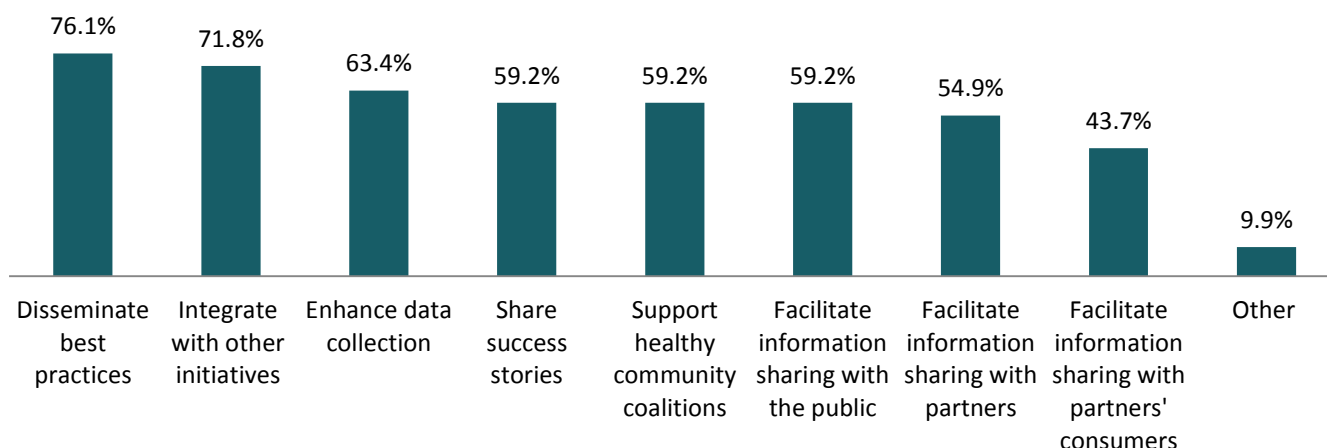


MOVING TOWARD THE FUTURE

Areas of Focus

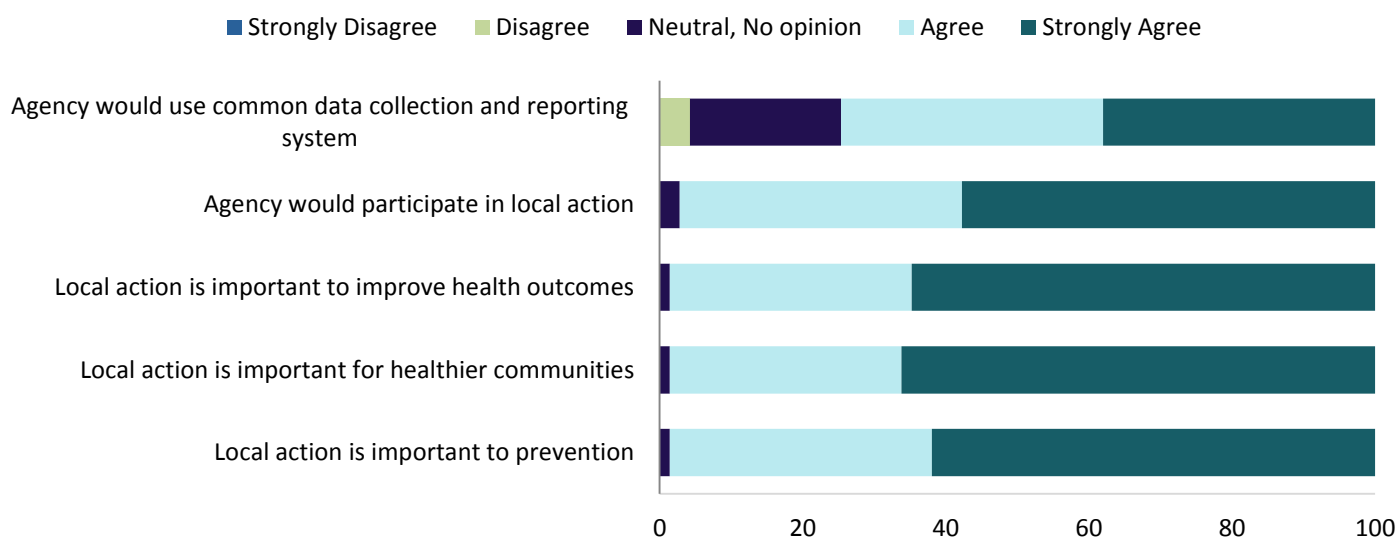
- More than half of respondents indicated that **ShapingNJ** should focus its future efforts around information sharing, coordination, and evaluation activities (Figure 10).
 - More than three-quarters (76.1 percent) want **ShapingNJ** to disseminate best practices
 - More than seven out of ten (71.8 percent) of respondents want **ShapingNJ** to integrate with other initiatives in New Jersey
 - Nearly two out of three respondents (63.4 percent) would like to see enhanced data collection and reporting
 - Nearly three out of five (59.2 percent) would like to see **ShapingNJ** expend resources to
 - share success stories from the field,
 - support the creation and maintenance of healthy community coalitions and
 - facilitate information sharing about **ShapingNJ** between the partnership and the public.

Figure 10. Areas of focus for the future



- **ShapingNJ** partners indicated interest in and importance of local municipalities and coalitions to implement obesity prevention strategies.
 - Nearly all responding partners (99 percent) agreed that local action is important (Figure 11)
 - to improve health outcomes,
 - for healthier communities and
 - for prevention.
 - Nearly half of **ShapingNJ** partners (47 percent) already participate in municipal coalitions that work to make healthy changes in the community.
 - Nearly all (97 percent) agreed that their organization or agency would participate in local action.
 - Three out of four (75 percent) **ShapingNJ** partners would use common data collection and reporting systems (Figure 11).

Figure 11. ShapingNJ partner perceptions of local action



FINDINGS AND RECOMMENDATIONS

NEW JERSEY CONTINUES TO NEED AN OBESITY PREVENTION PARTNERSHIP

Evaluation results indicate partners continue to see the need for **ShapingNJ** and its unique purpose. The climate in New Jersey is still ripe for collaborative solutions to combat obesity and its risk factors. New data suggests that rates of child and adult obesity may be leveling off and even decreasing^{2,3}. These rates, however, are not decreasing for all children and adults in New Jersey. Obesity continues to increase for individuals with lower levels of education, in lower socio economic groups and who are Black⁴. There is still work to be done to make the healthy choice, the easy choice.

Recommendations

- **ShapingNJ** should continue to implement strategies to reduce obesity and its risk factors. These strategies are relevant and needed in New Jersey, particularly among minorities and individuals in lower socio-economic groups.
- Strategies should target communities with a large proportion of individuals at risk of obesity, based on new data. Work in these local areas should include municipal coalitions and seek to incorporate health in all facets of the community.

SHAPINGNJ PARTNERS ARE MODELING THE WAY TO MAKE THE HEALTHY CHOICE, THE EASY CHOICE

ShapingNJ strategies can be implemented in varying degrees: from small and no or low cost changes that an individual can initiate wherever they are to those that require a more coordinated effort in workplaces, schools, communities, hospitals and other settings. Nearly half of respondents implemented **ShapingNJ** strategies over the past four years. Partners were most likely to implement nutrition-related strategies, such as providing healthy options at organizational meetings and events and supporting or establishing healthy school food and beverage policies. Physical activity-related strategies included promoting stairwell use and training or supporting physical activity in schools and early care and education centers.

ShapingNJ partners are also working in their communities to make the healthy choice the easy choice. Almost half of respondents already participate and nearly all are interested in participating in municipal coalitions that work to make healthy changes in the community. Respondents agreed and research indicates that local action plays a critical role in improving health outcomes, preventing chronic diseases and promoting health⁵⁶.

² Trust for America's Health. F as in Fat 2012: How Obesity Threatens America's Future. Robert Wood Johnson Foundation 2013. Available at: <http://healthyamericans.org/report/108/>.

³ Centers for Disease Control and Prevention. Vital Signs: Obesity Among Low-Income, Preschool-Aged Children – United States, 2008-2011. Morbidity and Mortality Weekly Report 2013: 62(31); 629-634.

⁴ Centers for Disease Control and Prevention. Behavioral Risk Factor Surveillance System: Prevalence and Trends Data New Jersey. 2013. Available at: <http://apps.nccd.cdc.gov/brfss/>.

⁵ Black JL & Macinko J. Neighborhoods and obesity. Nutrition Reviews 2008. 66(1): 2-20.

⁶ Davison KK & Lawson CT. Do attributes in the physical environment influence children's physical activity? A review of the literature. International Journal of Behavioral Nutrition and Physical Activity 2006 3:19.

Recommendations

- **ShapingNJ** should develop, distribute and market toolkits and guides for implementing **ShapingNJ** strategies and best practices. These toolkits should provide action steps that all partners can complete as part of their everyday work. These action steps should include those:
 - to implement the activity
 - to support the activity
 - to be taken at the local level
 - to be taken at the state level

Toolkits may also include success stories from the field and specific evaluation indicators for the different types of action steps. It is critical that these guides be disseminated to all partners, regardless of their ability to use resources to implement the strategy.

- **ShapingNJ** should focus on local action to implement **ShapingNJ** strategies in communities that are at high risk for poor health outcomes. Toolkits should be paired with technical assistance and training to build capacity and increase expertise in policy and environmental change activities in communities.

SHAPINGNJ MAY BE MORE THAN A PARTNERSHIP

The 2013 assessment findings suggest differences between partners who are E&S committee members and other partners. E&S members perceive **ShapingNJ's** communication, membership, the process and structure of the partnership slightly more favorably than other partners. They also see improvement in more areas than other partners. These differences are likely due to more frequent opportunities and structures in place for E&S to facilitate collaboration and communication than other partners.

Members of E&S are particularly active in partnership efforts. Members represent partner organizations who are specifically implementing state plan strategies and those that lead statewide efforts linked to obesity prevention and health promotion. This subset of partners convenes regularly to discuss initiatives, potential areas of collaboration, and plan strategically for future efforts. They also participate in providing technical assistance to, planning for or implementing various grant programs. These benefits and roles parallel those seen in traditional partnerships⁷.

The number and type of partners included in **ShapingNJ** expanded over the past four years. Not all of these partners are able to implement the strategies nor do they participate in E&S. For these partners, **ShapingNJ** asks that they support the strategies through advocacy efforts or information sharing via social media, the **ShapingNJ** webpage or the newsletter. There are fewer opportunities and structures in place for these partners to facilitate

⁷ Carnwell R & Buchanan J. Effective Practice in Health and Social Care: A Partnership Approach. McGraw-Hill. 2005.

collaboration and contribution to **ShapingNJ** than for partners on the E&S committee. These characteristics are more closely aligned with a broader type of collective action.

Recommendations

- ONF must adjust methods to assess **ShapingNJ**. The Wilder Collaboration Factor Inventory is only appropriate for measuring partnerships. Additional metrics should be researched and identified to assess the impact of **ShapingNJ** beyond E&S. These methods should incorporate an assessment of social media and other electronic information sharing sources because ONF is replacing the newsletter with increased social media posting and sharing.
- Staff coordinating **ShapingNJ** should re-align efforts and resources to reflect the foci identified by survey respondents and to accommodate the growth of **ShapingNJ**. This re-alignment might organize activities based on the type of partner:
 - 1) Information sharing among all **ShapingNJ** partners
 - This information should highlight success stories, partner initiatives and resources about what, who and how to implement **ShapingNJ** strategies.
 - Communication resources should be used to disseminate this information in an easily accessible and wide-reaching way.
 - 2) Coordination, information sharing and evaluation among partners specifically implementing the strategies (i.e. E&S member and implementing partners)
 - Coordination activities should emphasize integrating initiatives and developing healthy community coalitions or other local entities committed to prevention and wellness.
 - Information sharing should highlight and disseminate best practices and resources.
 - Common measurement indicators and data systems should be developed to evaluate the **ShapingNJ** strategies at local and state levels. Short, user-friendly reports should be produced and disseminated to provide data and results.
- **ShapingNJ** should continue to provide opportunities for all **ShapingNJ** partners to share information about initiatives in-person and virtually. These opportunities might include:
 - 1) large partnership meetings
 - 2) small strategy-specific meetings or phone calls
 - 3) short and frequent information briefs or success stories that highlight the work of partners
 - 4) a listserv that partners can use at any time to disseminate information or ask questions

Facilitating repeat and multi-format venues to exchange information is important to identify and maximize linkages across initiatives in ***ShapingNJ***. Although in-person opportunities can be difficult for individuals to both plan and attend, this format has been linked with greater satisfaction and quality information sharing during various ***ShapingNJ*** events.

APPENDIX A: DETAILED DATA - WILDER COLLABORATION

WILDER COLLABORATION INVENTORY

Environment

Characteristics of both the social and physical environment impact a collaborative. These factors include:

- 1) history of collaboration or cooperation in the community,
- 2) **ShapingNJ** is seen as a legitimate leader in the community and
- 3) favorable political and social climate.

History of Collaboration or Cooperation

- History of collaboration includes components such as history of agencies working together and the commonness of solving problems through collaboration.
- Overall, the partnership rated its history of collaboration lower in 2013 than in 2011 (3.3 versus 3.5) but higher than in 2010 (3.0) (Figure 1).
- Respondents from E&S view **ShapingNJ**'s history of collaboration more positively than the partnership as whole. This average score increased since 2010 (3.2, 3.3, and 3.4).
- For both the partnership overall and E&S, the history of collaboration factor falls in the borderline category.

Figure 1: Trends in history of collaboration

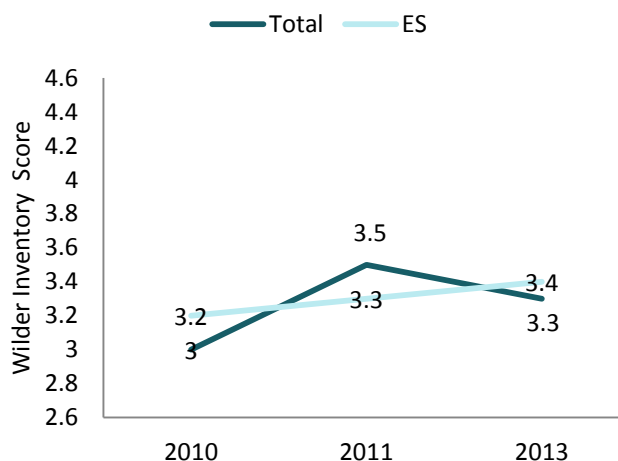
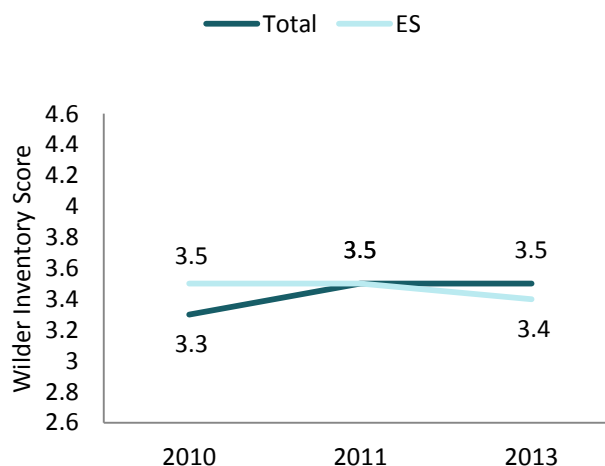


Figure 2: Trends in **ShapingNJ** as a leader



ShapingNJ Seen as Legitimate Leader in the Community

- Example components of this factor include non-partner organization perceptions of potential successes and non-partner organization perceptions of the partnership to have the “right” organizations involved.
- The perception that **ShapingNJ** is seen as a legitimate leader remained the same for the overall partnership from 2011 to 2013 (3.5)

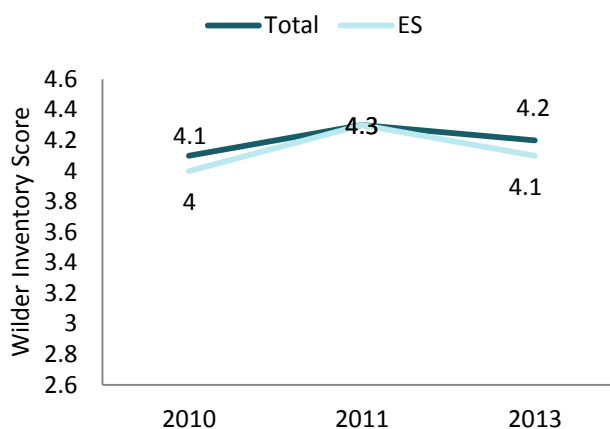
(Figure 2).

- This factor scored slightly lower in 2013 than 2010 and 2011 among E&S members (3.4 and 3.5, respectively).
- For both the partnership overall and E&S, the history of collaboration factor falls in the borderline category and should be assessed for potential strengthening.

Favorable Political and Social Climate

- This factor includes indicators about the political and social climate for **ShapingNJ** as well as the timing of **ShapingNJ**.
- Of those factors related to the environment, a “favorable political and social climate” is rated the strongest among the partnership and E&S, with scores of 4.2 and 4.1 respectively (Figure 3).
- Although it represents a strength of the partnership, this score is lower in 2013 than in 2011, but higher than 2010.

Figure 3: Trends in political, social climate



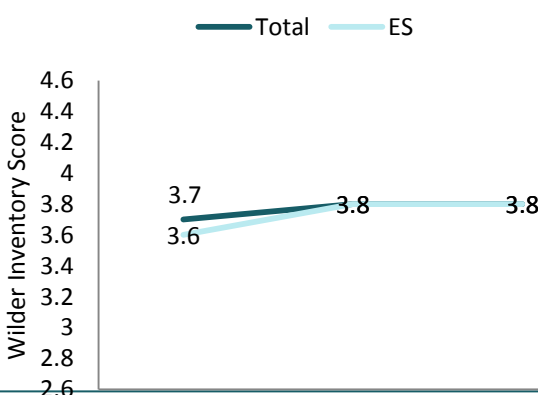
Membership

The behavior, values, and affiliations of members as well as the relationships between members impact how a collaborative functions.

Mutual Respect, Understanding and Trust

- Trust among and between partners and respect for other partners characterize this factor.
- Average scores for the mutual respect, understand and trust factor remained stable from 2011 to 2013 for the partnership overall and when stratified by E&S (3.8).

Figure 4: Mutual respect, understanding, trust

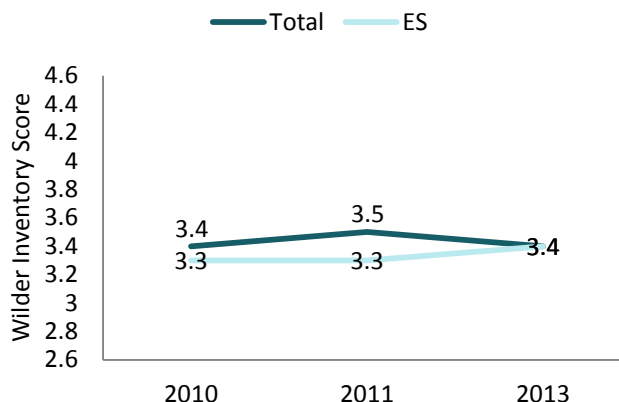


- This factor falls in the upper range of the borderline category.

Appropriate Cross Section of Members

- This factor summarizes the representative cross section of all those who have a stake in **ShapingNJ's** goals and the presence of all the organizational members that are needed.
- Average scores decreased from 2011 to 2013 (3.5 to 3.4) among **ShapingNJ** partners (Figure 5).
- When stratified by respondents in E&S, average scores increased from 3.3 in 2011 to 3.4 in 2013.
- This factor falls in the borderline category.

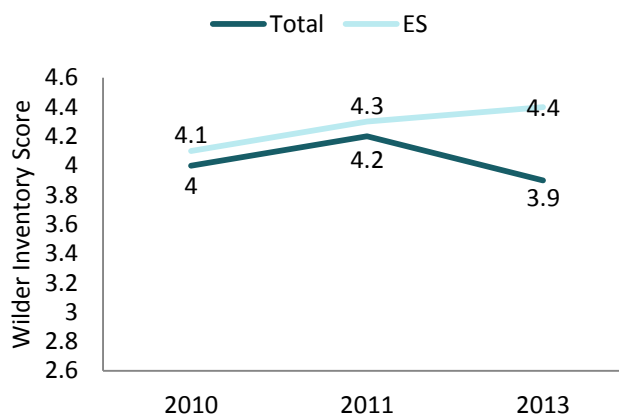
Figure 5: Appropriate cross section of members



Members See Collaboration as in Their Self-Interest

- This factor captures the benefits of **ShapingNJ** involvement for partner organizations.
- Members of **ShapingNJ** are less likely to see collaboration as in their self-interest. Average scores decreased from 4.2 in 2011 to 3.9 in 2013 (Figure 6).
- Average scores among E&S members, however, increased from 4.3 in 2011 to 4.4 in 2013.
- Collaboration in members' self-interest is in the upper limit of the borderline category for the partnership yet one of the strongest factors for E&S.

Figure 6: Members see collaboration as in their self interest



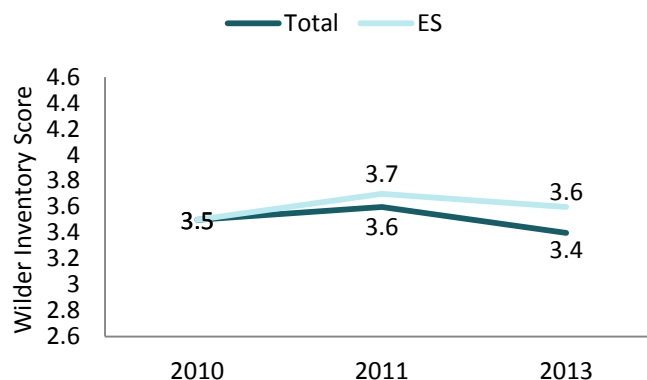
Ability to Compromise

- This factor is comprised of opinions about partner willingness to compromise on important

aspects of the project.

- Average scores for the ability to compromise in **ShapingNJ** decreased in 2013 from 2011 and 2010 (3.4 from 3.6 and 3.5, respectively) (Figure 7).
- This decrease was also seen among E&S respondents, though the 2013 score is higher than 2010 (3.6 versus 3.5).
- Ability to compromise falls in the borderline category. Facilitating more collaborative decision-making and compromising on aspects of the project may be potential strategies adopted to strengthen this factor

Figure 7: Ability to compromise



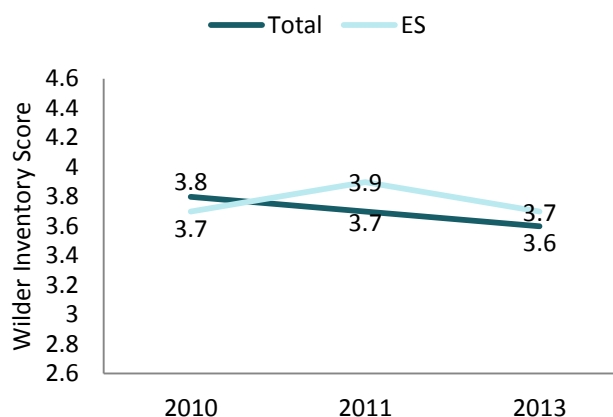
Process and Structure

The extent to which members of the collaborative are committed to the partnership, are involved in the work, and are willing to adapt and try novel ideas facilitate the process and structure of a collaborative.

Members Share a Stake in Process and Outcome

- Example components of this factor include investment of partner time in **ShapingNJ**, the extent to which all partners want **ShapingNJ** to succeed and the level of commitment among the partners.
- Average scores for partners' perceptions of the extent to which members share a stake in the process and outcomes of **ShapingNJ** continued to decrease in 2013 from 2011 and 2010 (3.6 from 3.7 and 3.8) (Figure 8).
- Scores among E&S members for this factor also decreased from 2011 to the 2010 level (3.9 to 3.7).
- "Members sharing a stake" falls in the borderline category.

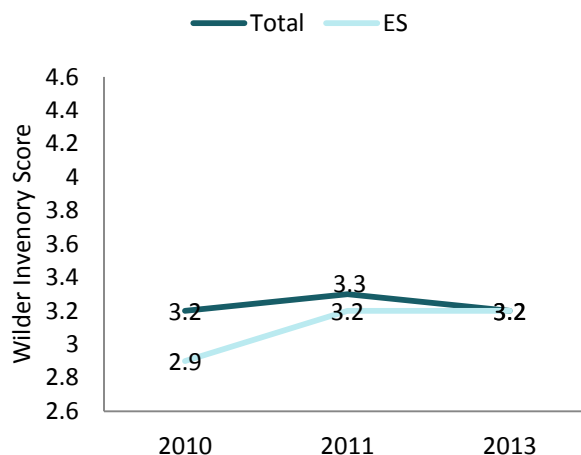
Figure 8: Members share a stake



Multiple Layers of Participation

- This factor describes the amount time available for partners to confer with their organizations about **ShapingNJ** and the degree to which partners can speak for their organization in **ShapingNJ**.
- Average scores for “multiple layers of participation” for the partnership overall and for E&S are the same in 2013 (3.2) (Figure 9).
- The 2013 overall partnership score decreased from 2011 (3.3) and returned to the 2010 level.
- The 2013 E&S score remained the same from 2011.
- The score falls in the borderline line category.

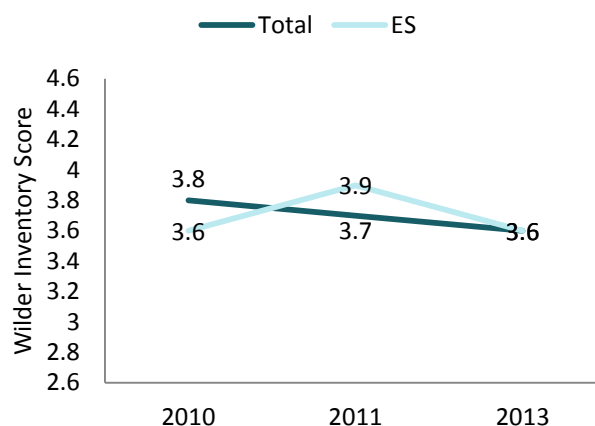
Figure 9: Multiple layers of participation



Flexibility

- Flexibility is the amount of flexibility apparent when decisions are made in **ShapingNJ** and the degree to which different approaches and ways of working are considered in partnership efforts.
- Respondents perceive **ShapingNJ** to be less flexible now than it was in 2011. Overall, average scores for flexibility decreased from a high of 3.8 in 2010 to 3.6 in 2013 (Figure 10).
- When stratified by E&S, the flexibility score also fell from 3.9 in 2011 to 3.6 in 2013.
- Flexibility falls in the borderline category.

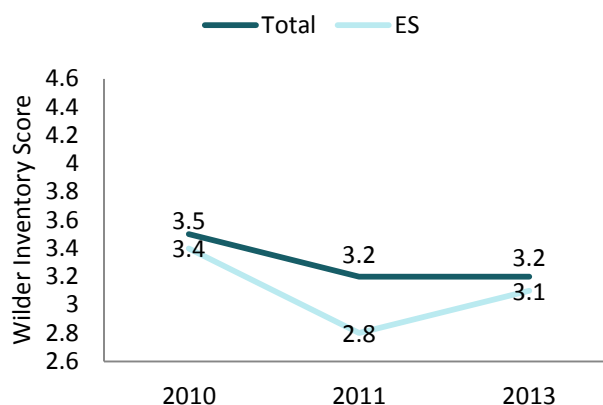
Figure 10: Flexibility



Development of Clear Roles and Policy Guidelines

- This factor reflects the clarity **ShapingNJ** members have of their roles and responsibilities as well as the clarity of the decision-making process in **ShapingNJ**.
- Averages scores for “development of clear roles and policy guidelines” remained the same from 2011 to 2013 (3.2) for the **ShapingNJ** partnership (Figure 11).
- E&S members who responded to the survey reported higher scores for this factor in 2013 (3.1) than in 2011 (2.8).
- Development of roles and guidelines falls into the borderline category.

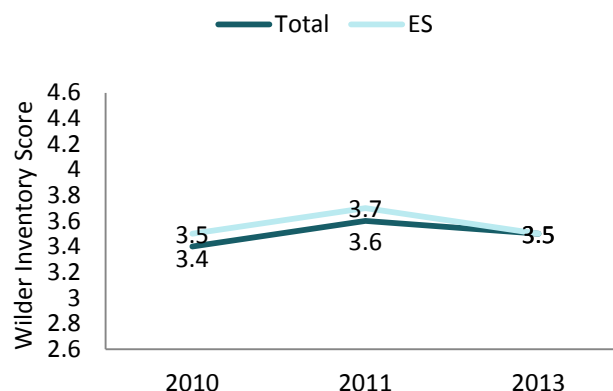
Figure 11: Development of roles & guidelines



Adaptability

- Adaptability includes components such as **ShapingNJ's** ability to adapt to changing conditions, such as in funding and leadership, and its ability to survive if major changes to plans are made.
- Adaptability average scores decreased from 2011 (3.6) to 3.5 (Figure 12).
- E&S members also perceive that **ShapingNJ's** ability to adapt to changing conditions and its ability to sustain itself E&S members weakened from 2011 (3.7) to 2013 (3.5).
- Adaptability falls into the borderline category.

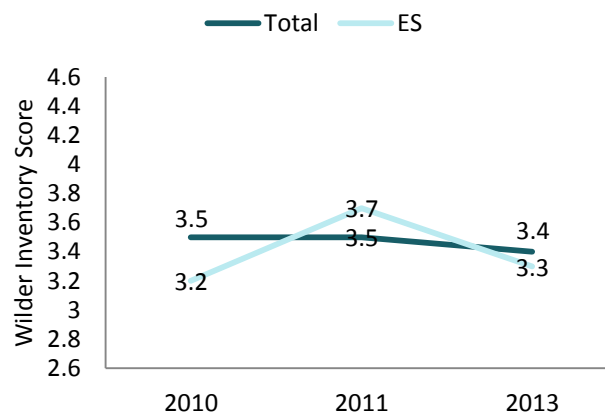
Figure 12: Adaptability



Appropriate Pace of Development

- **ShapingNJ's** workload and pace along with its ability to keep up with coordinating the project are examples of this factor.
- The extent to which **ShapingNJ** functions at an appropriate pace of development weakened slightly from 2011 (3.5) to 2013 (3.4) (Figure 13).
- When stratified by E&S, this factor also decreased from a high in 2011 (3.8) to 3.3.
- Appropriate pace of development falls in the borderline category.

Figure 13: Appropriate pace of development



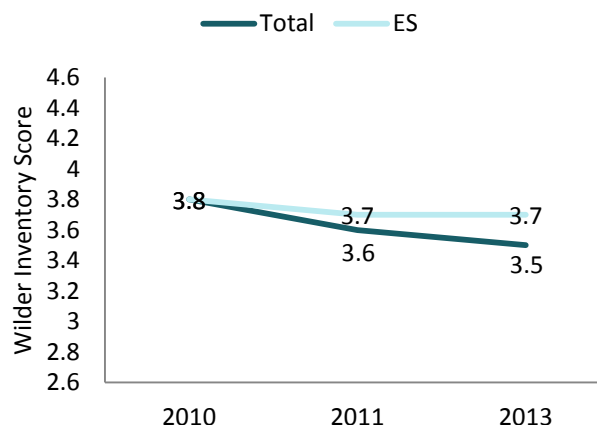
Communications

Open and frequent communication between partners along with opportunities for informal relationships and communication links are the two main factors that influence communication in a collaborative.

Open and Frequent Communication

- Components of this factor include the degree to which partners communicate with another, the extent to which partners are informed as often as they should be about the partnership, and the perception that people who lead the group communicate well with other members.
- **ShapingNJ** partners are less likely to agree that there is open and frequent communication in the partnership. Average scores decreased from 2011 (3.6) to 2013 (3.5) (Figure 14).
- This factor remained the same between 2011 and 2013 (3.7) among respondents who are members of E&S.
- Open and frequent communication falls into the borderline category.

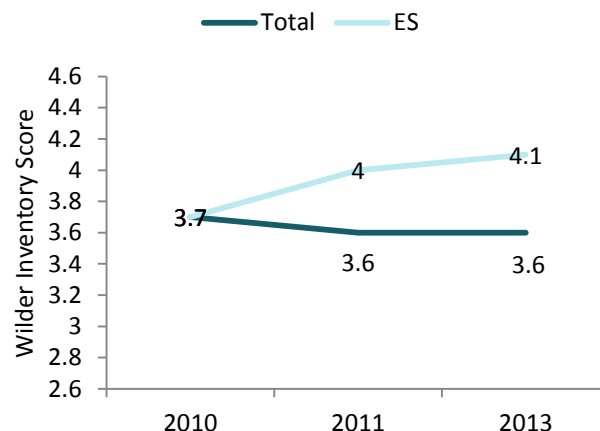
Figure 14: Open and frequent communication



Established Informal Relationships and Communication Links

- Established relationships and links encompass the formal and informal opportunities for communication among partners in **ShapingNJ**.
- Average scores for established informal relationships and communication links remained the same between 2011 and 2013 (3.6) (Figure 15).
- Members of E&S, however, are more likely to agree that there are relationships and links than the partnership overall. Average scores among E&S members also increased since from 2010 (3.7, 4.0, and 4.1, respectively).
- This factor is in the borderline category.

Figure 15: Established informal relationships and communication links



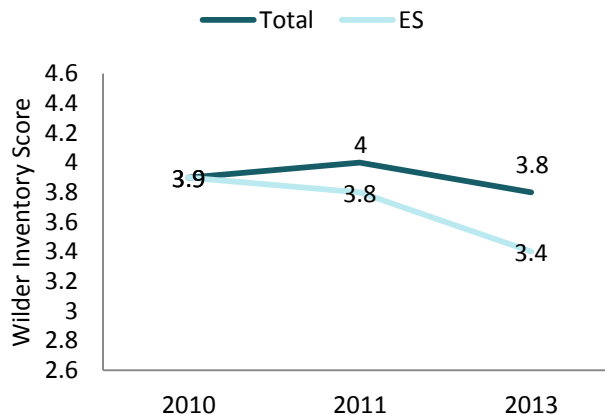
Purpose

Shared understanding of the goals and accomplishments of a collaborative, dedication among members, and a belief in the uniqueness and necessity of the collaborative characterize the purpose of a collaborative.

Concrete, Attainable Goals and Objectives

- This factor reflects the extent to which partners are clear, knowledgeable and understand **ShapingNJ** goals and how reasonable they perceive these goals to be.
- The perception that **ShapingNJ** has concrete, attainable goals and objectives decreased in 2013 (3.8) from 2011 (4.0) (Figure 16).
- Average scores for goals and objectives also decreased in 2013 (3.4) from 2011 (3.8) among E&S members responding to the survey.
- This factor fell from a strength of the partnership in 2011 to the borderline category in 2013.

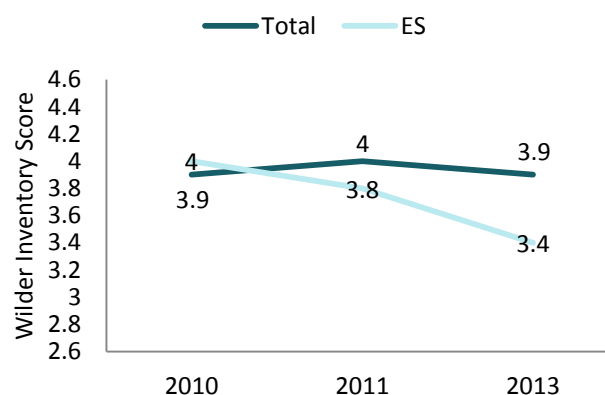
Figure 16: Goals and objectives



Shared Vision

- Shared vision includes partner dedication to making **ShapingNJ** successful and the similarity of **ShapingNJ** goals among partners.
- Overall, partner respondents are less likely to agree that **ShapingNJ** has a shared vision in 2013 (3.9) than in 2011 (4.0) (Figure 17).
- The decrease in the shared vision factor was more prominent among E&S members, falling from 3.8 in 2011 to 3.4 in 2013.
- This factor is in the borderline category.

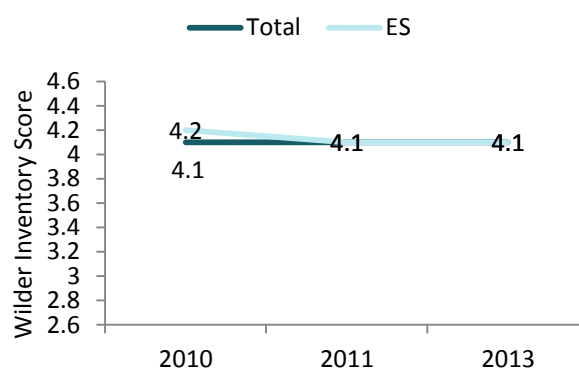
Figure 17: Shared vision



Unique Purpose

- This factor describes **ShapingNJ** partners perceptions that **ShapingNJ** goals would be difficult for any single organization to accomplish by itself and the absence of other organizations trying to do the same thing.
- Average scores for partners' agreement that **ShapingNJ** has a unique purpose remained the same from 2010 to 2013 (4.1) (Figure 18).
- For the third time, the unique purpose factor is a strength of the **ShapingNJ** partnership.

Figure 18: Unique purpose



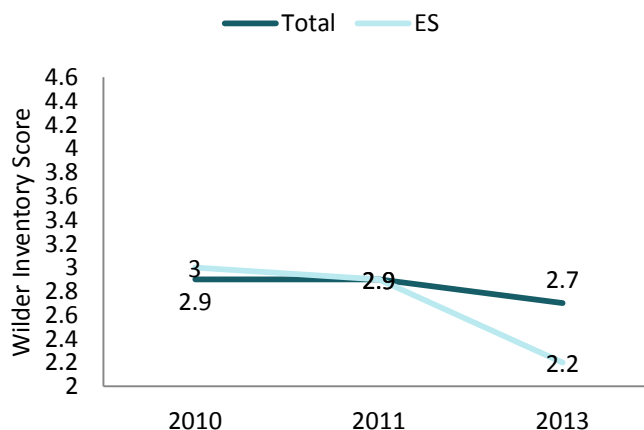
Resources

The resources added to a collaborative impact the structure and function of it.

Sufficient Funds, Staff, Materials and Time

- Partners who responded to the survey are less likely to agree that **ShapingNJ** has sufficient funds, staff, materials and time as average scores decreased from 2.9 in 2011 to 2.7 in 2013 (Figure 19).
- Among E&S members, this factor also decreased from 2011 (2.9) to 2013 (2.2). This was the largest observed change in the survey results.
- Sufficient resources for the **ShapingNJ** partnership are a significant weakness.

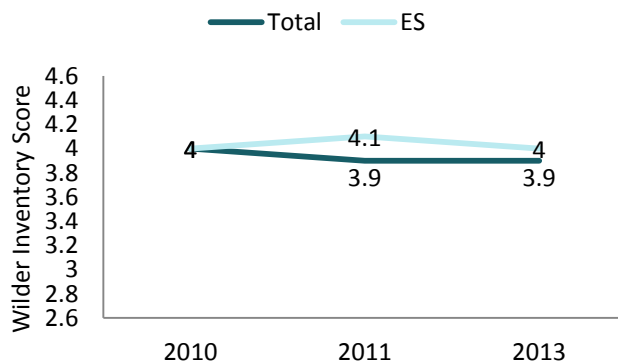
Figure 19: Sufficient funds, staff, and time



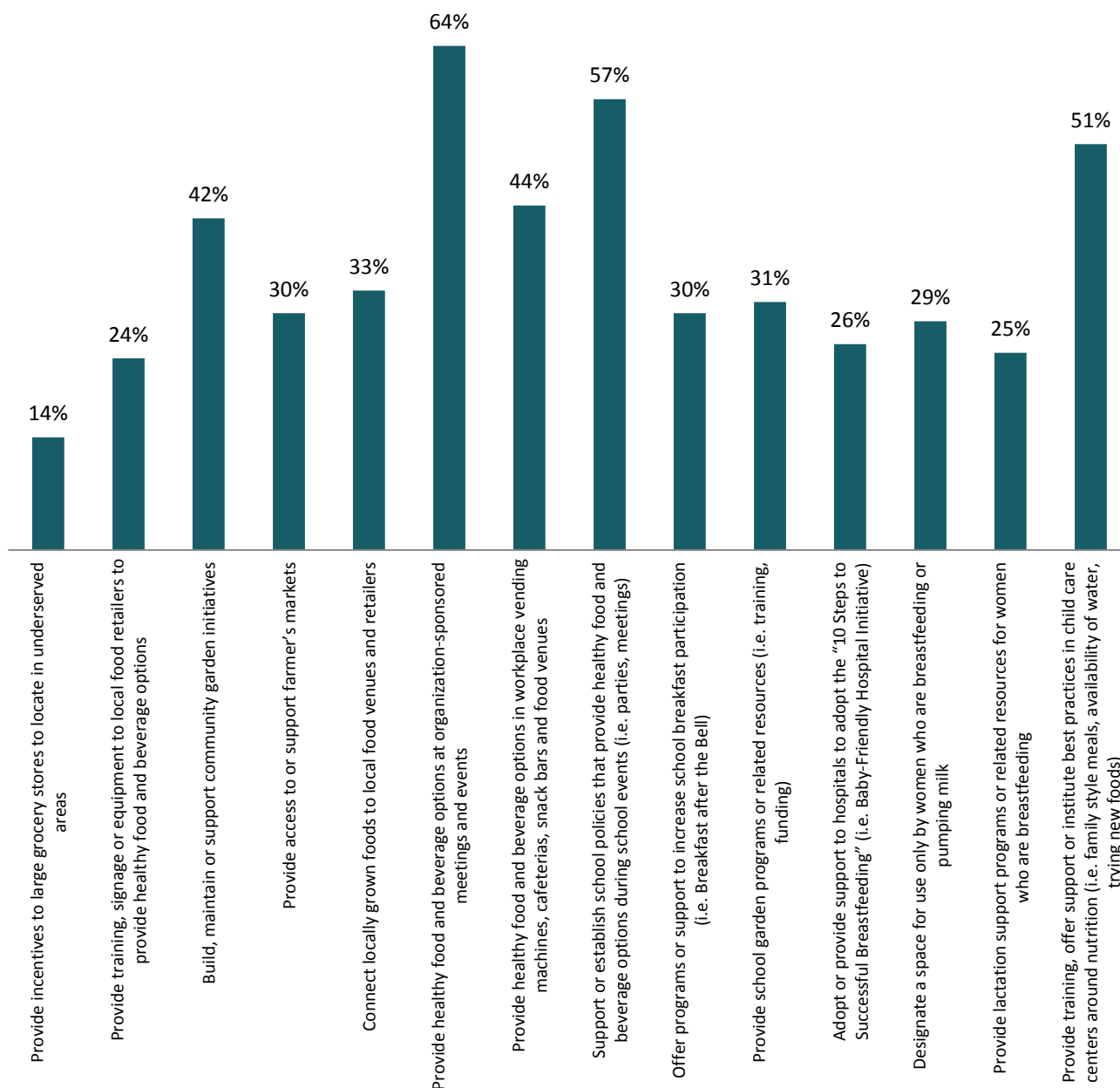
Skilled Leadership

- Average scores for **ShapingNJ's** skilled leadership remained the same between 2011 and 2013 (3.9) (Figure 20).
- A slight decrease from 4.1 in 2011 to 4.0 in 2013 (also the 2010 level) is observed when stratified by E&S.
- Overall, skilled leadership falls in the borderline category.

Figure 20: Skilled leadership



APPENDIX B: PERCENT OF *SHAPINGNJ* PARTNERS IMPLEMENTING NUTRITION-RELATED CHANGES



APPENDIX C: PERCENT OF *SHAPINGNJ* PARTNERS IMPLEMENTING PHYSICAL ACTIVITY-RELATED CHANGES

